



# THE NEWSLETTER OF THE U.S. SECTION, PIANC

Permanent International Association of Navigation Congresses

Summer 1998

## Inside This Issue:

Dr. Westphal Sworn in as New ASA(CW) .....	1
PIANC WG #23, Icing .....	6
U.S. Section, PIANC Recognizes Corporate Members .....	7
WODCON Environmental Day .....	8
Plan Refocuses Corps Business Practices .....	12

## In Each Issue:

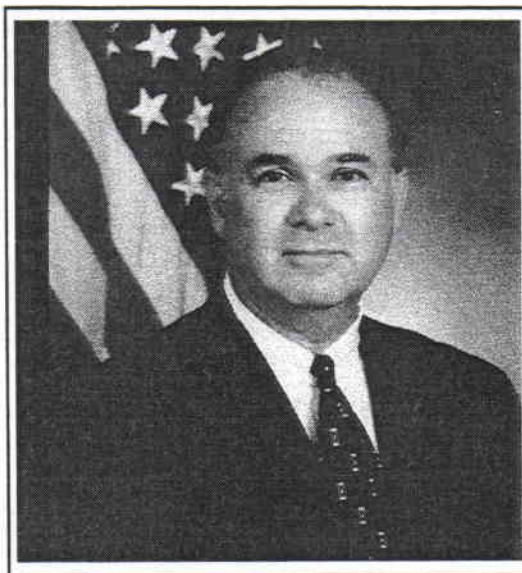
Activities .....	17
------------------	----

## NOTES FROM THE SECRETARY

- The U. S. Section welcomes **Dr. Joseph W. Westphal** to the position of Assistant Secretary of the Army for Civil Works, and as the Chairman of the U. S. Section. An article on Dr. Westphal, which originally appeared in the **Engineer-Update** begins on page one of this newsletter.
- **Dr. John H. Zirschky**, who served as Acting Chairman of the U. S. Section, following the resignation of The Honorable H. Martin Lancaster, is now the Assistant Administrator for the Risk Management Agency, the Department of Agriculture. He left his position as Deputy Assistant Secretary of the Army for Civil Works in late July and reported to his new

## DR. WESTPHAL SWORN IN AS NEW SECRETARY

by Bernard Tate



Dr. Joseph W. Westphal was sworn in as the new Assistant Secretary of the Army (Civil Works) (ASA(CW)) in a private ceremony by Robert M. Walker, Acting Secretary of the Army, on June 17. Westphal's previous job was Senior Policy Advisor for Water at the Environmental Protection Agency (EPA).

*Continued on Page 3*

position on August 4, 1998. We wish him well in his new post.

- The new Deputy Assistant Secretary of the Army for Civil Works is **Mr. Brian Burke**. Mr. Burke was formerly the Deputy Under Secretary of Agriculture for Forestry in the Department of Agriculture.
- The U. S. Section regrets the resignation of two dedicated members who have been serving in very important positions as the U. S. representatives to technical committees. **Mr. Anson Eickhorst**, Principal U. S. Representative to the Permanent Technical Committee I, retired from the Corps of Engineers in 1997 with the intention of continuing his eight years of work with PIANC. His current career responsibilities as a financial advisor is an activity to which he must devote his full attention. For now, Mr. Eickhorst will not be involved in water resources issues. **Mr. Thorndike Saville, Jr.**, who has been the Principal U. S. Representative to the Permanent Technical Committee II, has submitted his resignation after he served seven years providing liaison between the U. S. Section and the Secretariat on technical working groups that deal with coastal and deep-draft subjects. Both representatives have made significant personal and professional contributions to the association. In appreciation for their service, **Major General Russell L. Fuhrman** will present the **Commander's Award for Public Service** to each gentleman in separate ceremonies.
- The Spanish Section of PIANC is publishing selected working group reports in Spanish. The U. S. Section has a limited number of copies of the reports of Working Group 12, **The Performance and Design Parameters of Ruble Mound**

**Breakwaters**, and Working Group 19, **Beneficial Uses of Dredged Material**. A member who would like a copy of either of these reports may submit a request to the Office of the U. S. Section of PIANC.

- **Mr. Dennis Morgan**, a Civil Engineer with the St. Louis District, will be the speaker at the annual PIANC Breakfast at the meeting of the National Waterway Conference (NWC), Inc. in New Orleans. Mr. Morgan will talk on the photogrammetry project that is underway in the District. The PIANC Breakfast will be held on September 24, 1998, the second day of the NWS meeting.
- **Dr. Orson P. Smith** has notified us that he has resigned from the Corps of Engineers and taken a position as Associate Professor in the School of Engineering, University of Alaska, Anchorage. He will be teaching both undergraduate and graduate courses and continuing his research on sea ice and ice engineering. Dr. Smith is the U. S. Section representative to Working Group 38, **Polar Navigation**. He began his employment with the Corps of Engineers in 1973 in the Alaska District. He has also worked at the Coastal Engineering Research Center at the Waterways Experiment Station and in the Anchorage office of the Cold Regions Research Engineering Laboratory. Dr. Smith is a registered engineer in Alaska and in North Carolina. He will continue serving as chairman of the PIANC working group.
- **Breakwaters '99** will be held 8-10 September 1999 in Madison, Wisconsin. The conference, which is being organized by **Mr. Orville T. Magoon** and **Mr. James D. Prehn**, is being co-sponsored by the U. S. Section of PIANC, the Coastal

Zone Foundation and other organizations. **Mr. Prehn**, who is with **W. F. Baird & Associates**, is the U. S. Section representative to Permanent Technical Committee II, Working Group 39, **Monitoring of Breakwaters**.

---

*Westphal, continued from Page 1*

President Bill Clinton nominated Westphal on March 4, and the Senate confirmed his appointment June 9. He will have a public swearing-in in the near future.

As ASA(CW), Westphal is responsible for:

- The Department of the Army Civil Works program for conservation and development of navigation water resources, including flood control, navigation, and shore protection.
- Policy and program direction of Arlington National Cemetery.
- U.S. Army Corps of Engineers' civil works support for other agencies.
- Program direction of the Corps' foreign activities, except those exclusively in support of the U.S. military forces abroad.

Westphal graduated from Adelphi University in New York with a degree in political science. He received his Ph.D. in political science with a minor in economics from the University of Missouri-Columbia.

From 1975 to 1987, Westphal was a professor of political science at Oklahoma State University. In 1983, he became the head of the department. While on leave from the university, he held several positions with the federal government including special assistant to the Chairman of the U.S. House Committee on the Budget in 1981; policy analyst and special assistant to the Assistant Secretary for Land and Water resources at the Department of the Interior in 1982, and to the Secretary of the Interior in 1983; and a visiting scholar to

the Institute for Water Resources of the U.S. Army Corps of Engineers.

Westphal has been a consultant to various federal agencies including the Corps, U.S. Information Agency, the Agency for International Development, and the Department of the Interior.

Before his appointment to the EPA, Westphal was Special Assistant to Sen. Thad Cochran, chairman of the Congressional Sunbelt Caucus. Westphal directed the activities of the caucus from 1988 to 1997.

Westphal is an Adjunct Professor of Government at Georgetown University in Washington, D.C. He is married to the former Linda McMaster. They have four children--James, Helen, Amy, and Lindsay.

The new Deputy ASA(CW) is Brian Burke, who comes from the Department of Agriculture where he was the Deputy Under Secretary of Agriculture for Forestry. Most recently, Burke has been coordinating federal support of the forest fire fight efforts in Florida.

Bernard Tate is the editor of the **Engineer Update**.



PIANC representatives from the U. S. Section and Canadian Section who attended the International Conference on Rehabilitation of Harbour Areas. The conference, which was sponsored by the Portuguese Section of PIANC, was held June 8-9, 1998, at the National Laboratory of Civil Engineering in Lisbon.

Invited papers were presented by speakers from eight countries. Pictured from left are: *Norman E. (Ed) Eryuzlu*, Director of Waterways Development, Canadian Coast Guard; *Jack C. Cox*, Engineering Manager, Michael Baker Corporation; *Fred A. Klancnik*, Senior Vice President, JJR Incorporated; *Dr. John E. Kashiwabara*, Commissioner, The Port of Long Beach; *Harold J. (Hal) Hilliard*, Marketing Manager, The Port of Long Beach; and *Peter Jolowicz*, P. E., Port Planner/Project Analyst. Jack Cox and Fred Klancnik were co-authors of an invited paper on harbor regeneration in the United States.



---

## **HARBOR REHABILITATION CONFERENCE**

The Portuguese Section of PIANC sponsored a conference on the rehabilitation of harbor areas in Portugal on June 8 and 9, 1998. Held at the National College of Civil Engineering in Lisbon, the conference included presentation and discussion of invited papers.

Harbor rehabilitation may emphasize two points of view. First, the rehabilitation of degraded or abandoned harbor areas that have been restored to their former uses or preparing areas for different uses. The second point of view, which was the subject of this conference, is use of harbor areas for completely different purposes from their original design.

Authors of papers represented France, Germany, Portugal, Spain, Sweden, The Netherlands, the United Kingdom, and the United States. An additional paper was presented by Mr. Conti of Italy on Working Group 9 of the Commission for Sport and Recreational Navigation. Presentations included discussion of urban development, new links between ports and towns, revitalizing old shipyards, and use of former commercial harbor facilities for recreational boating.

The U.S. paper was presented by its co-authors, Mr. Jack C. Cox (Michael Baker, Corp., Alexandria, Virginia) and Mr. Fred Klancnik (Johnson, Johnson and Roy, Madison, Wisconsin). Their paper discusses neglected port areas which are becoming valuable resources as new urban growth replaces abandoned industrial uses. Two examples, one in Racine, Wisconsin, and another in Bellingham, Washington, illustrate the paths followed by the two communities, which rediscovered their waterfront areas. A

copy of this paper may be obtained by submitting a request to the Office of the U.S. Section of PIANC.

---

## **SUPER TERMINAL--A PUBLIC/ PRIVATE PARTNERSHIP**

The building of the Super Terminal - Memphis, a 1,000+ acre intermodal freight project, will not only benefit the State of Tennessee, but the entire United States and North America.

Congestion and the subsequent delays in moving freight often create a negative impact nationally and threaten United States competitiveness in the world marketplace. Memphis is a key cargo hub strategically located in the center of the United States. For the sixth consecutive year, the Port of Memphis has broken all previous tonnage records-- 18 million tons in 1997. The Super Terminal - Memphis will create a vital link between the growing economies of the Mid-South and Southeast U.S. to the global trading community on either coast of the USA, to our neighbors throughout North America and beyond to South America, Asia, and Europe.

This project will consolidate the railyards of six of the five Class I railroads currently serving Memphis into a new, state-of-the-art facility. It will be constructed on land owned by the City of Memphis and Shelby County and managed by the Port of Memphis. The Super Terminal - Memphis will:

- Reduce truck traffic in the City of Memphis.
- Create a more efficient traffic pattern for the national rail system.
- Reduce congestion.
- Reduce overall transportation costs.

The \$360 million Super Terminal - Memphis is a true partnership between the

public and private sectors. The private sector, using commercial financing, will provide \$200 million for the rail facility. To compliment this effort, \$160 million in public sector funding will be needed to provide critical improvements and additions to the existing transportation infrastructure in the Memphis area.

The Port of Memphis will host the U.S. Section, PIANC meeting on 12-14 May 1999.

POC is Randy Richardson, (901) 775-9818.

---

## **PIANC WORKING GROUP NUMBER 23, TECHNICAL AND ECONOMIC PROBLEMS OF ICING**

Claude Strauser, St. Louis District, Corps of Engineers, attended a meeting of the PIANC Working Group Number 23, Technical

and Economic Problems of Icing, which took place in Hannover, Germany, during the week of 8 June 1998. The working group investigates the practicability of extending navigation to guarantee continuous navigation during the ice-winter timeframe.

The picture shows an experimental ice shredder being tested during the winter months on the navigation canals in Germany. Shown (left to right) are Claude Strauser, United States, Jean Balduck, Belgium, Chairman Olli Holm, Finland; and Jean Philippe Le Fur, France. The photo was taken on one of the navigation canals operated by the Navigation Administration of Germany.



## **U.S. SECTION, PIANC, RECOGNIZES ITS CORPORATE MEMBERS**

The U.S. Section of PIANC sincerely appreciates the annual membership subscriptions received from all of our members. Annually, we recognize our Corporate Members for their generous support of the important work of developing and exchanging technical information on navigation and port infrastructure and related safety, economic and environmental matters.

Each year, the U.S. Section of PIANC publishes a list of Corporate Members. This year, we are proud to include in the list the new Corporate Members who have joined in response to a membership campaign that was organized by Mr. Harry Cook.

### **Corporate Members**

American Association of port Authorities  
American Commercial Barge Line Co.  
W.F. Baird & Associates, Ltd.  
\*Bean Horizon Corporation  
Black & Veatch  
CH2M Hill  
Diversified Expositions  
Dredging Contractors of America  
Foster Wheeler Environmental Corporation  
\*Gahagan and Bryant Association, Inc.  
Great lakes Dredge & Dock Co.  
Hartman Consulting Corporation  
INCA Engineers, Inc.  
Instituto Mexicano Del Petroleo  
Kirby Marine Transportation Corporation  
Louisiana State University & A&M College  
Maryland Environmental Services  
\*Mississippi State Port Authority  
Moffatt & Nichol Engineers  
National Waterways Conference, Inc.  
Naval Facilities Engineering Service Center  
\*North Carolina State Ports Authority

Ocean University  
Office of Coast Survey  
Panama Canal Commission  
Port Authority of NY & NJ  
Port of Corpus Christi  
Port of Houston Authority  
Port of Long Beach  
Port of Oakland  
\*Port of Pascagoula  
\*Port of Philadelphia and Camden, Inc.  
Port of Redwood City  
\*Port of San Diego  
Port of Seattle  
Purdue University Library  
Reid Middleton, Inc.  
Society of the Plastic Industry  
Soza & Company, Ltd.  
\*State of Hawaii, Harbors Division  
Svedala Trellex  
Texas Engr Extension Service (Texas A&M University)  
UPC/Biblioteca Rector  
U.S. Army Corps of Engineers  
    Water Resources Support Center  
    Waterways Experiment Station  
    Alaska District  
    Buffalo District  
    Huntington District  
    Jacksonville District  
    New Orleans District  
    Norfolk District  
    Philadelphia District  
    Pittsburgh District  
    Portland District  
    Rock Island District  
    St. Louis District  
    St. Paul District  
    Wilmington District  
    Mississippi Valley Division  
    Pacific Ocean Division  
U.S. Coast Guard  
Watercom  
Zietsman Lloyd & Hemstead, Inc.

\*New Corporate Members -- Membership Campaign

---

## **WODCON ENVIRONMENTAL DAY**

The World Dredging Congress (WODCON) held its triennial meeting in Las Vegas in July of this year. For the first time, this international dredging congress held an all day planning session on environmental issues. The Environmental Day was co-sponsored by PIANC, WEDA, and the CEDA Environmental Commissioner. The session was opened by Lawrence Patella, Executive Director, WEDA. Opening remarks were made by Craig Vogt, Deputy Director Ocean and Coastal Protection Division, USEPA; T. Neville Burt, HR Wallingford; and Dr. Robert M. Engler, Director, Center for Contaminated Sediments, Waterways Experiment Station and Principal U.S. Representative to the Permanent Environmental Commission. The keynote address was given by Robert Perciasepe, Assistant Administrator for Water, Environmental Protection Agency. The luncheon speaker was Dr. Joseph W. Westphal, Assistant Secretary of the Army (Civil Works). Technical presentations ranged from PIANC, WEDA and CEDA working groups and recent technical reports on implementing various phases of dredged material management, to broad stakeholder panel discussions on partnering and environmental issues. Presentations were multi-national representing the US, UK, Canada, Germany, Netherlands, and Belgium and presented various stakeholder views including dredging companies, environmental interest groups, port managers and intergovernmental and governmental entities. The day-long event was well attended with spirited discussion among the presenters, panelists, and the audience. For additional information contact Dr. Robert M. Engler, USACE, Waterways Experiment Station at (601) 634-3624.

---

## **LONDON CONVENTION SCIENTIFIC GROUP MEETING AND TRAINING FOR AFRICAN NATIONS**

In April of this year, the London Convention Scientific Group (LC-SG) held its 20th meeting in Capetown, South Africa. In conjunction with the meeting, a week-long waste management training course was sponsored by the International Maritime Organization (IMO), and the United Nations Environmental Program (UNEP) for African Nations. About 20 nations participated and delegates to the LC-SG representing relevant areas of expertise were selected as lecturers and technical source people for this training. Lecturers from the US, UK, Canada, Australia, Netherlands, Germany and Belgium were invited. They lectured on all aspects of waste management including: 1) development of laws and regulations; 2) industrial waste; 3) solid waste; 4) dredged material; 5) characterization and monitoring; 6) management strategies; 7) global and regional conventions; 8) criteria and standards; 9) land and ocean disposal management. Specific workshops were also held to enhance attendee participation. Dr. Robert Engler, USACE (also representing PIANC), and Dr. Richard Peddicord, Consultant (also representing IAPH), were the U.S. lecturers.

The LC-SG meeting held the following week emphasized development of waste specific guidelines to implement the revised London Convention (96 Protocol to the LC). For additional information contact Dr. Robert D. Engler, USACE, Waterways Experiment Station at (601) 634-3624.



## **WESTERN DREDGING ASSOCIATION HONORS WILLIAM R. MURDEN**

On June 29, 1998 the Western Dredging Association (WEDA) paid tribute posthumously to William R. Murden by presenting the annual *Dredger of the Year Award for 1997* to Mrs. William R. Murden. The presentation, which was made by Mr. Lawrence M. Patella, Executive Director of WEDA, was held at the 15th World Dredging Congress in Las Vegas, Nevada. The tribute states:

THE WESTERN DREDGING ASSOCIATION TAKES  
PLEASURE IN PRESENTING ITS ANNUAL

**DREDGER OF THE YEAR AWARD POSTHUMOUSLY TO  
WILLIAM R. MURDEN**

The distinguished career of "Mr. Dredger", as he has affectionately been called by all who knew him, has been too full of success to fit on this small plaque. From his role as founding father of the Western Dredging Association to Life Chairman of WEDA's Board of Directors he has led WEDA

from the depths of obscurity to become the recognized center of dredging excellence throughout the world.

Throughout his remarkable career he demonstrated compassion, understanding and leadership in both his personal and professional life. The comradeship and esprit de corps generated by him was outstanding in every respect. Whether involved in routine dredging projects or special research programs, Bill Murden, with a graciousness that is indicative of great leaders everywhere acclimated himself to the needs of WEDA and the dredging industry in an amiable, warm and receptive manner.

A recognized master of tact and diplomacy, he did, when faced with difficult issues such as the Dredge Material Research Program, Dredging Operations Technical Support Program, Minimum Dredge Fleet, Environmental Constraints and Ocean Disposal of Dredged Material, address each issue with such precise political and professional expertise that he easily overcame all opposition.

During his tenure as Chief of Dredging Division, U.S. Army Corps of Engineers, Washington, DC and inspite of extreme pressures exerted by superior external forces, he was, using the knowledge and techniques learned as a World War II Command Pilot, able to stem the rising tide of bureaucratic procedures. He transformed a tempest of technical difficulties, swells of administrative procedures and numerous material and logistic problems into a sea of tranquility.

Bill Murden has demonstrated the highest degree of professional competence through the exemplary manner in which he lived his life. By his outstanding political acumen, professional accomplishments, knowledge, and technical expertise he has left a lasting legacy to our nation, WEDA and the world of dredging. He not only set the standard by which all dredgers were measured, he became the standard. His kindness, concern, and leadership will be sorely missed by all WEDA members and dredgers everywhere. It is therefore with great pleasure that I select him as WEDA's

**1997 DREDGER OF THE YEAR**



Pictured following the presentation of the plaque are, from left, *Professor Ir. Jan de Koning*, professor emeritus, Delft University of Technology, Delft, the Netherlands; *Mrs. Dorothy Murden*; and *Robert J. Hopman*, Senior Project Manager, Foster-Wheeler Environmental Corporation and Chairman of the Board of the Western Dredging Association.

*Photo provided by Judith Powers, Editor International Dredging Review.*

---

## **ASCE NAMES FORMER ARMY CHIEF OF ENGINEERS AS CHIEF OPERATING OFFICER**

Henry (Hank) J. Hatch has been chief of engineers and commander of the U.S. Army Corps of Engineers and chief executive officer of Law International. In October 1998, he will be reporting to work in a third "chief" assignment--chief operating officer and assistant executive director of the American Society of Civil Engineers (ASCE). In this position, he will assist Executive Director and Chief Executive Officer Jim Davis and the Board of Direction in steering the Society into the 21st century and he will help shape public policy.

Hatch is a 1957 graduate of the U.S. Military Academy who saw combat in Vietnam. He later returned to West Point to teach astronomy after getting a master's degree in geodetic science from Ohio State University. A registered professional engineer, Hatch made his way up through the ranks of the U.S. Army Corps of Engineers to become the organization's 47th chief.

In 1992, after a 35-year career in the military, he went on to Law Engineering and Environmental Services, Atlanta, Georgia, where he became president and chairman of the Law Companies. Next, Fluor Daniel, Irvine, California, hired him away in 1995 to be vice president/project management of the firm's Government Services Division, where he focused on the Department of Energy's cleanup of the hazardous waste site in Hanford, Washington. After leading the firm's successful competition for the Hanford management contract, Hatch served as president and CEO of Fluor Daniel Hanford.

Hatch says the opportunity to join ASCE came at the right time. According to ASCE Executive Director Jim Davis, "Hank is

committed to the profession and to the design and construction industry. He has superb management skills and is an outstanding speaker. He will help make ASCE the worldwide leader for excellence in civil engineering."

(This article is reprinted in part from **ASCE News**, June 1998 Vol. 23, No. 6.)

---

## **MORRIS HONORED AT WEST POINT**

Retired LTG John Morris, the 44th Chief of Engineers, received the U.S. Military Academy Association of Graduates (AAG) Distinguished Graduate Award on May 26 at West Point. The award is presented to West Point graduates who have supported the academy throughout their lives and whose character, service and stature reflect well on the academy.

After graduating from the academy in June 1943, Morris began his career in military and civil engineering during World War II building airfields in the Pacific. In 1970, he took command of Missouri River Division. In 1972, he became Director of Civil Works in the office of the Chief of Engineers. In 1976, he became the 44th Chief of Engineers, and retired from the Army after serving in that position.

Past winners of the award include Norman Schwarzkopf, William Westmoreland, Alexander Haig, Jr., and Frank Borman.

---

## **NEW MEMBERS OF PIANC**

### **New Individual Members**

Antic, Aleksandar  
Blount, Stephen  
Coakley, Lloyd  
Coch, Carol A.  
Gray, David  
Hall, Vernon E.  
Klancnick, Fred  
Michou, David L.  
Ming, Susan  
Shea, Thomas J.

### **New Student Member**

McCullough, Nason

### **New Corporate Members**

Bean Horizon Corporation  
Gahagan & Bryant Assoc., Inc. (Tampa, FL)  
Instituto Mexicano Del Petroleo  
North Carolina State Ports Authority  
Mississippi State Ports Authority  
Port of Philadelphia & Camden, Inc.  
Port of San Diego  
Soza & Co., Ltd.  
State of Hawaii (Harbors Division)  
USACED, Pittsburgh

---

## **COST EFFECTIVENESS AND INCREMENTAL COST ANALYSES IN ENVIRONMENTAL PLANNING STUDIES**

The U.S. Army Corps of Engineers Institute for Water Resources (IWR) has developed procedures for conducting cost effectiveness and incremental cost analyses in environmental planning studies. The procedures are useful for formulating alternative plans, identifying which of those plans are cost effective, and conducting incremental cost analysis. The results of the

analyses help planners and decision makers address the question: "How much environmental benefit is worth its cost?"

Recent Corps experiences indicate:

- The analyses are applicable to both environmental restoration and mitigation planning.
- They are useful for a wide range of sizes of problems and projects.
- They can be used to scope solutions even at the earliest stages of planning.

In addition, although the analyses have thus far focused on fish and wildlife habitat and ecosystem-related studies, they should be equally useful in addressing other environmental problems, such as water and air pollution and hazardous waste. Other agencies have indicated the potential applicability of the procedures to a wide range of problem solving scenarios, including the ordering of Superfund cleanup sites and transportation alternatives analysis.

Two computer programs are available to conduct the analyses, an initial DOS version (ECO-EASY) and a more recent Windows version (IWR-PLAN). IWR-PLAN expands on the basic analytical capability in ECO-EASY and includes many additional features. It can formulate alternative combinations of solutions and compare their effects on as many as ten user-specified decision parameters (as compared to only two in ECO-EASY). Derived parameters can be defined as weighted combinations of other decision variables. Constraints can be set specifying minimum and maximum acceptable values for each decision variable. IWR-PLAN's sensitivity module allows examination of the implications of uncertainty in decision variable estimates. It can also identify and display plans of interest throughout the analyses, regardless of their cost effectiveness.

For additional information and access to a download site for IWR-PLAN, see the IWR homepage: [www.usace.army.mil/iwr](http://www.usace.army.mil/iwr) (and



click on IWR-PLAN Decision Support Software).

POC is Lawrence.L.Skaggs@usace.army.mil, (703) 428-9091.

---

## **PLAN REFOCUS CORPS BUSINESS PRACTICES**

by Bernard Tate

There is a revolution in the U.S. Army Corps of Engineers, one of the most sweeping sea-changes in decades. It will change how the Corps does business (even how we *think* about doing business) for decades to come.

"The division business center is the concept of operating the districts in a region as a single business entity, overseen by a regional management board," said COL Donald R. Holzwarth, commander of Southwestern Division (SWD). ("Region" is the geographical area covered by the division.) "The old method, where each district operates as its own business entity, is the culture we grew up with. But by centralizing business planning at the division, we create an interdependence so that each district can draw on the resources of the other districts in their region to meet customer needs. You shift the focus of corporate business planning from the district to the division, but you still retain decentralized execution, the real strength of the Corps."

The need for the division business center (DBC) grew out of the restructuring and downsizing the Corps has undergone in the past few years.

"As a result of getting leaner and meaner, the districts aren't as robust in capabilities as they used to be," said Holzwarth. "Now we're looking at using the resources of the whole region to better meet the needs of our customers."

SWD got a head-start in working with the DBC concept.

"We have been building our regional operations environment for about two years," said Holzwarth. "Our Regional Management Board, originally called a Workload Resource Management Board, has been meeting for more than a year-and-a-half."

The regional management board (RMB) was part of SWD's long-range campaign plan to improve their business practices, but they quickly found they were thinking along the same lines as LTG Joe N. Ballard, Chief of Engineers. "We first briefed the Chief last November on what we then called 'operating the division as a profit center,' and he liked the idea and said keep moving down the track with it, so it became a test division project," said Holzwarth. "The Chief asked me to brief the Board of Directors (the Corps' division commanders and senior leadership) in February. We got some great coordination and input from the other divisions before the briefing. After the briefing, the Chief made the decision that all divisions would adopt the initiative and that we would standardize its name (Division Business Center), as well as the Regional Management Board."

The RMB is the key to the division business center operation. The board members from the division are the Director of Programs Management (PM), the Director of Engineering and Technical Services (DETS), and the Director of Resource Management (RM). District board members are the Deputy District Engineer for Project Management (DDEPM), and the RM. "In SWD we stress including other key district technical leaders as valuable to overall operation of the board," said Holzwarth. "This assures well-rounded corporate leadership for the region."

Holzwarth emphasized that the membership of the regional management board comes from *existing* resources. The districts do *not* lose any resources to the RMB,



and the division does *not* gain any resources.

"The regional management board may meet physically at division headquarters, but it's important to define what it is, and what it is not," said Holzwarth. "What it *is*, is using the districts' and division's key leaders and key management structures in a regional mode, so that corporate business planning has been moved from the district to the division.

"What it is *not* is some big blob at division where you have all the resources and you centrally execute everything," said Holzwarth. "The customer still deals with the district, and the district still does the work."

The 'One Door to the Corps' idea is the easiest way to explain the DBC. The customer still approaches a district to do the work. But instead of having access to just that district's manpower and expertise, the customer has access to the entire division's manpower and expertise.

"When the PMS, DETS, DDEPMs, Chiefs of Engineering and Construction, and Rms get together, they wear a regional hat at that time," said Holzwarth. "So a person no longer represents Galveston District alone, he represents Galveston District *as part of* the SWD team. So if District X has work that's beyond its capabilities, the regional management board makes it possible for them to go to District Y for help. So now you're using the assets of the region. That's good for District X because they are delighting their customer, and it's good for District Y because they got to use their capabilities and put their people to work. The concept is not that we've got some scheme to distribute and balance workload. It's customer focused -- share the resources and focus them with centralized planning on that customer.

"And that's a big change," Holzwarth continued. "The old paradigm is, 'Hey, this is my district. I'm only concerned about getting work for us and I don't care about anyone else.' Now we expect the district leaders and

the PM to focus on what's best for his customers using regional resources versus just thinking of himself."

"The 'One Door to the Corps' can even extend nationwide.

"National teamwork is the next logical step," said Holzwarth. "In fact, we've done some of that already. We just had our first general partnering session with South Pacific Division, our neighbor on one side, and we'll do the same in the near future with Mississippi Valley Division, our neighbor on the other." In fact, SWD's recent work with the Immigration and Naturalization Service has provided work for Los Angeles, Albuquerque, Galveston, and Fort Worth districts, with more possibilities for future work.

"Centralized corporate planning is just one key concept in using the regional management board," said Holzwarth. "Another is standard business practices. We had a task force create formats for operating budgets and for reporting to the RMB what their operating budget will be. Now districts will have to report to the other districts what they are charging, their expected income, and expected expenditures. Peer accountability is going to be another big part of this change."

All these changes will echo throughout the Corps well into the 21st century.

"We think this will lead to increased sharing of capabilities and resources, improved efficiency and effectiveness, and make charges to our customers more consistent and equitable," said Holzwarth. "In SWD, using the regional management board showed us that if you really want to change the Corps' culture, then change the way we do business.

"We attribute this idea to Terry Coomes, recently retired Chief of Engineering and Construction in Fort Worth District," said Holzwarth. "Terry, as part of the RMB, challenged us to do more than just talk about changing the culture, but instead get to the heart of how we do business. His original idea

is what we developed into the division business center.”

Of course, in a change of this magnitude, there are always bugs to be worked out.

“The Corps of Engineers Financial Management System was designed for independent districts,” said Holzwarth. “We’re realizing that the next logical evolution of CEFMS is financial *interdependence*. Right now, we transfer funds back and forth between our districts with Military Interdepartmental Purchase Requests, which is an antiquated process, very time-consuming. We’re experimenting with somehow making CEFMS databases work together so that it’s as easy to charge from one district to another as electronic banking.”

CEFMS is not the only change planned for the near future.

“All the divisions are looking at standardizing their budgeting and accounting practices,” said Holzwarth. “They’re providing guidance to their districts for the FY99 operating budget, looking at targets and limitations and how to measure them. They’re trying to do it early so that the FY99 budget is planned well before FY99.

“Most divisions are just starting up their regional management boards, so during FY99 they’ll learn how to operate them,” said Holzwarth. “They’ll start capitalizing on the best business practices. Districts will be automatically sharing their thinking with the other districts, so someone will say, ‘Hey, that’s a good idea. Why don’t we do it across the division?’ They’ll regionalize and consolidate functions where it makes sense, expand the use of virtual teams, allocate funds based on regional priorities instead of district priorities. And we’re all going to explore standardizing accounting practices like direct costs and overhead.”

Despite all the talk about changing the Corps’ culture and business practices, Holzwarth says that the division business

center concept is actually customer-oriented. To the customer, all the regional and national interaction is mostly transparent. As far as he’s concerned, all he did was approach his district for work and got what he wanted, on time and at a fair price.

“We talk a lot in SWD about delighting the customer,” Holzwarth said. “I know it sounds a little silly, but delighted customers come back, and refer other people to us. Some district people fear that central business planning at the division means their district will get less work. That’s not true. As we prove ourselves, as we execute with excellence, there will be more work for all of us. As the pie gets bigger, everyone gets a bigger piece of pie.”

Bernard Tate is the editor of the **Engineer Update**.

---

## **NORFOLK AREA GETS NEW PORT PLAN**

By Amy G. Clipston  
Norfolk District

Norfolk District is developing a plan that could significantly help port development across the U.S. The first of its kind, the Navigation Management Plan for the Port of Hampton Roads will incorporate all navigation-related activities in the port, including commercial, military and recreational boating.

Located in southeastern Virginia at the southern end of the Chesapeake Bay, the Port of Hampton Roads is recognized as one of the largest and finest natural harbors in the world and is a primary stimulus to the economic well-being of the region, the state and the nation.

But Hampton Roads is also one of the busiest ports in the U.S. The land surrounding the harbor covers about 1,500 square miles and includes the cities of Chesapeake,

Hampton, Newport News, Norfolk, Portsmouth, Suffolk, and Virginia Beach, as well as Isle of Wight County. The area has a population of more than 1.3 million.

The harbor is the center of substantial industrial, commercial, and military activity for the region. It is the largest exporter of coal in the world and contains one of the largest concentrations of Navy installations in the country. In 1995, more than 75 million tons of commerce moved through the port. Vessels of every size, from aircraft carriers to pleasure craft, transit the port.

The challenge is to strike a balance between all those users. According to Thomas Lochen, a planner and project manager for the study, the purpose of the plan is to provide for the most efficient operation and maintenance of the port and to accommodate development and growth.

A team from the district's Planning Division is conducting interviews and workshops with about 400 federal, state, municipal and private port users. Besides Lochen, the team includes consultant Edward Dozier Jr., former chief of the Economics Branch for Norfolk District for 20 years who retired in 1993 after 31 years of service with the U.S. Army Corps of Engineers' Planning Division.

At the first workshop, district representatives explained the project and asked port users to compile a prioritized list of problems, needs, concerns and opportunities. Dozier is also conducting in-depth phone interviews. The greatest response has been a request for deeper channels.

The Navigation Management Plan will provide a vehicle for spanning jurisdictions and disciplines to allow earlier identification of and response to issues. For example, since the plan will encompass the entire Hampton Roads port, the Corps could get a permit to dredge the whole channel, instead of having to

apply for a permit for each section of the channel.

After the lists are compiled, team members will hold a second workshop in June to present the final list for the port users' approval. The team will then brainstorm potential solutions to the problems and prepare the long-range plan. The plan is scheduled to be completed and distributed to the port users in early 2000. In order to keep the plan viable, it will be updated periodically.

Lochen said, "Simply stated, the Virginia Port Authority can use this to take to the Virginia General Assembly with the message, 'This is not just us speaking. This is 400 users coming together with one voice to tell you what's needed.' Because it is a consensus, it gives it much more impact."

Added Dozier, "They do not have enough money for all that needs to be done for the port. There's only so much money to go around. This will help the General Assembly determine where the priorities lie."

Lochen said that on the federal government side, the Corps can use the document to support congressional funding requests for port projects.

"This plan is coming at the perfect time," said Lochen. "We're going to have bigger ships coming into the port, and we need deeper water. We'll lose out to other ports if we don't dredge."

Thomas Lochen and Edward Dozier Jr. also contributed to this article. Amy G. Clipston works in the Public Affairs Office of the Norfolk District, US Army Corps of Engineers.

## **CALL FOR PAPERS**

The Sixth National Watershed Conference will be held at the DoubleTree Hotel in Austin, Texas, from May 16-19 1999.

Sponsored by the National Watershed Coalition and with the theme of "Getting the Job Done at the Ground Level," the conference will explore innovative ways of accomplishing watershed project objectives as traditional sources of assistance become harder to get. These project objectives have included flood damage reduction, erosion and sediment control, drainage, irrigation, recreation, fish and wildlife habitat development and enhancement, water quality improvement, water supply, water conservation, watershed restoration, and groundwater recharge. Watershed natural resource conservation, environmental, economic and social problems are best solved on the land by the people closest to them, those living in and responsible for their watershed.

Abstracts for oral and poster papers will be accepted in the following categories:

- Innovative funding possibilities
- Infrastructure condition concerns
- Creating new partnerships
- Sponsoring legal issues
- Effects of changing government roles
- Case histories
- Water quality opportunities in old projects
- Applying new technology

Please submit abstracts of 400 words or less by **1 October 1998**, including your name, address, phone, FAX, and e-mail, to John W. Peterson, Executive Director, National Watershed Coalition, 9304 Lundy Court, Burke, VA 22015-3431, TEL: (703) 455-6886, FAX: (703) 455-6888.



**INSIDE PIANC**

6-11 Sep 1998	29th International Congress PIANC POC: Mary Jane Robertson TEL: (703) 428-6286	The Hague, The Netherlands
25 Sep 1998	PIANC @ the National Waterways Conference POC: Mary Jane Robertson TEL: (703) 428-6286	New Orleans, LA
18 Feb 1999	PIANC Permanent Commission for Sport and Recreation Navigation Committee Meeting POC: Richard Dornhelm TEL: (510) 944-5411	Ft. Lauderdale, FL
12-14 May 1999	U.S. Section Conference POC: Mary Jane Robertson TEL: (703) 428-6286	Memphis, TN

**OUTSIDE PIANC**

23-25 Sep 1998	National Waterways Conference 1998 Annual Meeting POC: Medina S. Moran TEL: (202) 296-4415 FAX: (202) 835-3861	New Orleans, LA
29 Sep - 3 Oct 1998	Maritime Administration US Department of Transportation SMM '98 Trade Fair Largest Maritime Trade Show in the World POC: USA Pavilion Organizer TEL: (207) 236-6196 FAX: (207) 236-0369	Hamburg, Germany
22-23 Oct 1998	AMIP Second International Congress of Maritime and Port Specialists POC: Jose Perez Ordaz TEL: 604-65-96	Veracruz, Mexico
22-26 Oct 1998	China Transpo '98 Water Transport POC: Mr. Chai Yingjie TEL: +86/10/65125185, 65242933 FAX: +86/10/65242955, 65125183	Beijing, China

28-30 Oct 1998	Gulf Intracoastal Canal Association's 1998 Convention POC: GICA TEL: (504) 586-1473 FAX: (504) 586-1634	New Orleans, LA
5-6 Nov 1998	Expanding Hong Kong A Dredging Record POC: Carol Chin TEL: +44 (0) 171 665 2316 FAX: +44 (0) 171 233 1743	London, UK
12-14 Nov 1998	International Conference on Coastal and Ocean Modeling	Valletta, Malta
2-4 Dec 1998	The International WorkBoat Show Innovations in Marine Technology POC: Diversified Business Communications TEL: (207) 842-5508	New Orleans, LA
11-15 Jan 1999	28th Dredging Engineering Short Course Center for Dredging Studies POC: Ms. Joyce Hyden TEL: (409) 845-4516 FAX: (409) 862-8162	College Station, TX
15-17 Feb 1999	ICOMIA Third International Marina Conference POC: Ron Stone, IBFC, Chairman c/o NMMA Washington, Harbour 3050 K Street, NW, Suite 145 Washington, D.C. 20007 TEL: (202) 944-4985 FAX: (202) 944-4988	Ft. Lauderdale, FL
10-12 Mar 1999	International WorkBoat Show, Singapore Shallow Draft Marine Exposition TEL: (65) 278 8666 FAX: (65) 278 4077	Singapore
21-23 Apr 1999	International Congress on Maritime Technological Innovations and Research TEL: +34 3 401 79 32 FAX: (93) +34 3 401 79 23	Barcelona, Spain
15-20 May 1999	WEDA XIX The Last Great Dredging Conference of the 20th Century TEL: 360) 750-0209	Louisville, KY

26-28 May 1999	Oresund Link Dredging & Reclamation Conference TEL: +45 33 41 63 00	Copenhagen, Denmark
1-4 Jun 1999	International Conference Monitoring and Control of Marine and Harbour Structures POC: A. Del Grosso TEL: +39.10.3532525 FAX: +39.10.3532534	Genoa, Italy
7-10 Jun 1999	American Society of Civil Engineers "Coastal Structures 99" POC: Nobuhisa Kobayashi, University of Delaware TEL: (302) 831-8044	Santander, Spain
22-27 Aug 1999	28th Biennial Congress of the International Association for Hydraulic Research POC: Heinz Bergmann TEL: +43-316-873-6264	Graz, Austria
8-10 Sep 1999	Breakwaters '99 First International Symposium on Monitoring of Rubble Mound Breakwaters Sponsored by PIANC, PTC II, Working Group 39 POC: Orville T. Magoon TEL: (707) 987-0411	Madison, WI
12-16 Sep 1999	International Harbour Congress POC: Ms. Rita Peys TEL: +32.3.216.09.96 FAX: +32.3.216.06.89	Antwerpen, Belgium
16-21 Jul 2000 27th	International Conference on Coastal Engineering	Sydney, Australia



# CD-ROM Volumes 1 and 2

## HANDLING AND TREATMENT OF CONTAMINATED DREDGED MATERIAL (CDM) FROM PORTS AND INLAND WATERWAYS

A report of the Permanent Technical Committee II, Working Group No.17

WINDOWS

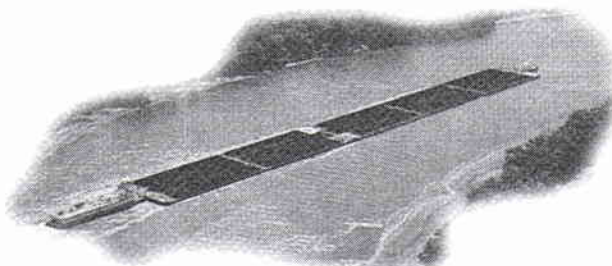
TEXT

TABLES

GRAPHICS

PICTURES

WINDOWS 95



- Volume 1 in English and French
- Reviews, describes and assesses the types and sources of contamination of materials to be dredged from ports and inland waterways,
- Examines the state-of-the-art procedures to manage the CDM,
- Provides a technical framework which is both general

and comprehensive to meet the needs of project developers and regulators in the development of alternatives that are environmentally and economically feasible.

- Provides the designer and the regulator with practical information needed for daily use.
- 86 technical fact sheets of commercially available, field applied or tested techniques.
- 18 international case studies of state-of-the-art projects.

WINDOWS

SEARCH

COLOR TEXT

WINDOWS 95

### ORDER FORM

Please send me .....copy(s) at \$30.00 each of the CD-ROM, Handling and Treatment of Contaminated Dredged Material from Ports and Inland Waterways.

NAME: .....

STREET/P.O. BOX .....

CITY ..... STATE ..... ZIPCODE .....

TEL: ..... FAX .....

CHECK ENCLOSED FOR \$ ..... Sorry, we cannot accept credit cards.

**MAIL TO: U.S. Section, Permanent International Association of  
Navigation Congresses  
CODE PTC II - CD-ROM  
7701 Telegraph Road, Alexandria, VA 22315-3868**

Number to call for information: 703/428-7072